

D 118.9131/11

U.S. ARMY RECRUITING and REENLISTING

# journal

NOVEMBER 1978



## The Ring

see page 4 for the first recipient



SECRETARY OF THE ARMY  
WASHINGTON

26 September 1978

Dear General Mundie:

The Recruiting Command has one of the most important missions in the Army. Unless the recruiter succeeds we cannot provide our units with the high caliber young men and women properly trained in the right skills at the right time. I realize that there are no rest breaks for recruiters and that the recruiting environment is extremely complex and constantly changing, making an already tough job more difficult.

The herculean efforts and sacrifices of the thousands of dedicated professionals in USAREC during the recruiting year 1978 are deeply appreciated by all of us who depend on them.

I want all recruiters to know that I am aware of the hard job they have and how much reliance the Army and I personally place on them. At the same time each should also understand that the objectives assigned have a specific purpose: Army readiness. When we fall short on objectives, whether in numbers, in skills recruited, in HSDG, or in mental categories, readiness will suffer somewhere down the line.

I wish I could promise that next year will be easier than this year, but it will not be. It will pose many challenges to you and to members of your Command. Nonetheless, I have every confidence that you will succeed.

Sincerely,

Clifford L. Alexander, Jr.

Major General William L. Mundie  
Commander  
United States Army Recruiting Command  
Fort Sheridan, Illinois 60037

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Major General William L. Mundie, USA  
CG, U.S. Army Recruiting Command

LTC James D. Strachan  
Chief, Public Affairs USAREC

Jack Muhlenbeck  
Editorial Advisor

SFC Len Breckler  
Editor

MSG Wolfgang Scherp  
Associate Editor

Peggy Flanigan  
Departments Editor

SP5 Claudia Beach  
Features Editor



#### CORRESPONDENTS

SP5 Phil De Ivernois	Northeastern RRC
SP5 Ike Sutliff	Southeastern RRC
Joyce Lynch	Southwestern RRC
MAJ Pete Peterson	Midwestern RRC
CPT Laurie Parker	Western RRC

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**Phone:**

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FTS: 384-3918

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Fort Sheridan, Ill. 60037

## FEATURES

2	A letter from the Secretary of the Army
3	GED enlistment policy
4	Shooting for successful educator tours
11	Williams & Williams go public
13	The key word is empathy
15	Bet you didn't know that
20	By telling it like it is you get no surprises
22	When you really need to have a sports clinic . . .
25	Building rapport with CPR . . .
26	A Redeclaration of Independence
28	Fun and grief with plastic cards
29	Test your reenlistment expertise
30	Army recruiting: The big picture
31	Army LARC-not shark
32	It's not What you ask but How you ask it
35	MOS 16D: Improved Hawk missile crewman

## DEPARTMENTS

16	Field File
21	Q2
24	Re-Update
30	Update



**FLARE**



November's front cover (left) was developed by MSG Wolfgang Scherp and depicts the maximum a recruiter can accomplish: the recruiter ring. The rear cover (right) comes to us this month from Ft. Sill. The photo was taken by Oscar Sotelo of PVT Karen Espensen, a student at the course.





## *SFC Jimmie Morris*

# Winner of the first USAREC recruiting ring



*SFC Jimmie Morris receives the ring and a certificate from MG Mundie as the first recruiter to be so honored.*

Story and Photos by  
**JOHN KASPER**  
Baltimore-Washington DRC

"I couldn't wait to get out of recruiting school to do this job. It was like going from the minors to the major leagues.

"I'm just as fired up now as I was when I came on recruiting duty.

"If you can keep the same motivation you had when you started recruiting, you'll be successful. A winning attitude's what I'm talking about.

"Motivation is 75 percent of recruiting. You've got to love recruiting, think positive, and win."

So reflected Sergeant First Class Jimmie Morris, after receiving the highest recruiting award, the recruiting ring, from Major Gen-



*Looking at the first recruiter ring presented in USAREC, on the hand of SFC Jimmie Morris, are, from left, MSG Joseph L. Voshell, SFC Morris, SGT Richard W. Virgin, MSG Morgan H. Massaker, SSG Robert T. Parham and SFC Thurman L. Riddick.*

eral Mundie. The first recruiter to receive the ring, SFC Morris earned it by accumulating more than 4,000 QIPS points. In addition to being the first recruiter to win this newest and highest QIPS award, SFC Morris has the distinction of being the recruiter who qualified first for every other award under QIPS.

But more important than the awards to SFC Morris are the people he's enlisted in the Army — over 1,000 during his five years at the Howard Street Recruiting Station in downtown Baltimore.

With the newly awarded recruiting ring on his right hand, SFC Morris further reflected on the things, besides motivation, that have made him so successful.

"Consistency plays a big part. If something works, I continue to do it. But at the same time, I consistently seek new ways to upgrade and improve my methods and techniques.

"I'm always willing to learn, from both experienced recruiters

and those just out of recruiting school. My philosophy is that every recruiter can teach me something about the techniques that work for him.

"I think a recruiter should approach recruiting as an art and should constantly attempt to refine and improve the techniques and methods of that art.

"That's why I'm never satisfied with my own techniques. No matter how well I do, I always feel that somehow I could have done better.

"I set goals for myself, and when I reach a goal, I set another, more difficult goal for myself. I'm my own biggest critic.

"But even if you do all this, you won't be successful if you can't deal with people. Recruiting is a people business, and if you can't work with all different types of personalities, you won't make it as a recruiter.

"You've got to know what makes an applicant tick the minute he enters the station — not three

hours later.

"A good recruiter has to know how to identify what a person's needs are and how to best serve those needs.

"Lots of young people today are looking for something or somebody to look up to. I emphasize the benefits of joining the Army, like job training, education, and financial stability, but patriotism also still plays a big part in why young people join.

"My awards also help me sell the Army to some young people, who will think, 'If sarge there can accomplish all that in the Army, that's where I belong.'

"To sum up, I'd say that a recruiter is like an octopus. He's got a lot of loose ends to keep track of, his high school program, prospecting, following up, etc. The recruiter who pulls in and manages those loose ends, maintains a winning attitude, tries to improve his technique, and understands people will be successful."

# GED enlistment policy

The recent volume and sincerity of inquiries to the Secretary of the Army, the Chief of Staff of the Army, and to virtually all command levels of USAREC concerning the Army's GED enlistment policy, warrants factual clarification. To properly inform anyone who asks, all USAREC personnel, especially field recruiters, Army guidance counselors, and DRC/Region educational coordinators, should know the reasons why the Army limits GED male enlistments and stops GED women from enlisting.

The Army's current enlistment policy denies enlistment to women GED certificate holders and requires male GED certificate holders to score higher on the ASVAB than a high school diploma graduate. This enlistment policy does seem to have the effect of discriminating against the GED certificate holder, but not without reason.

Over time it was realized that certain categories of enlistees left the Army in disproportionate numbers before the completion of their term of enlistment. As a result, the Army conducted a study of every person who enlisted during the period 1 July 1973 to 30 June 1974, but failed to complete the normal three-year term of enlistment. Factors examined in the study were: educational levels, mental groups, age and sex. The study concluded that the longer an individual stayed in school, and the higher the percentile scored on the ASVAB, the greater the probability that person would successfully complete military service.

The study showed that male recruits without high school diplomas, GED included, left the Army at a rate almost twice as great as one who had a high school diploma (see box at right).

The study showed that women without high school diplomas, GED included, left the Army at a rate

almost twice as great as diploma graduate enlistees.

Recognizing that it costs about \$8,300 to recruit, transport, clothe, train and separate one enlistee, it became obvious that enlistment of GED men who scored in the lower mental categories was unwise and indefensible.

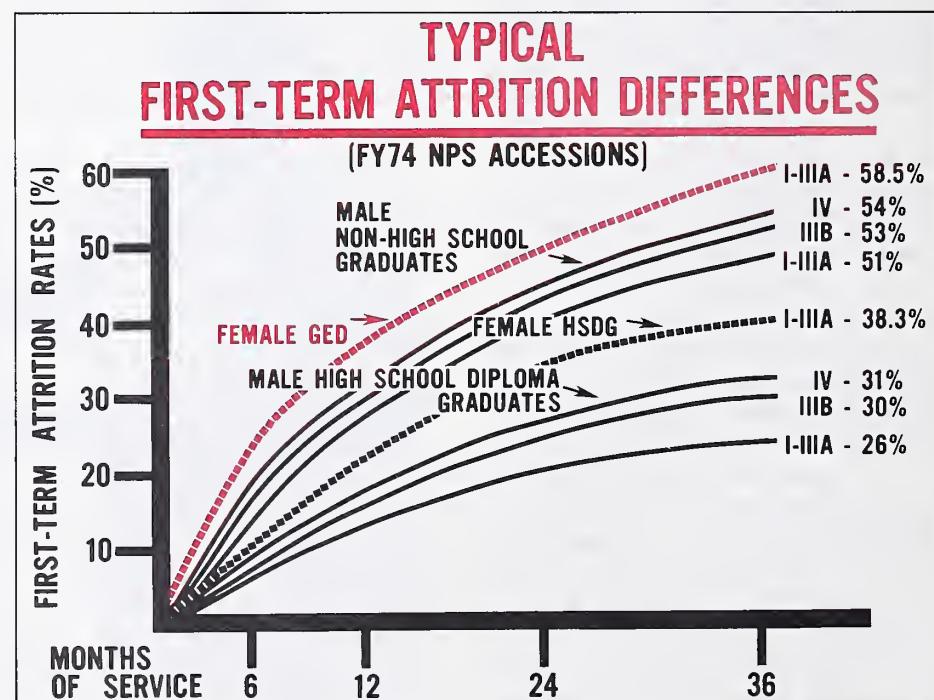
To use tax dollars more wisely, the Army must select those volunteers who have the best statistical probability of completing their term of enlistment.

The Army recognizes the GED program as a valid educational credential for continuing education and employment application. In fact, the Army encourages its non-high school graduates to seek GED certification while in service, realizing this will help them while in the Army and when they return to civilian life.

The policy, however, to deny the enlistment of men with GED credentials who score in the lower mental categories and to prohibit the enlistment of all GED women is

in no way related to demonstrated educational competence. The current GED policy simply recognizes that GED certified individuals are poor statistical risks, since, as a group, they fail to complete their term of enlistment at a rate almost twice that of their diploma graduate counterparts.

It is understandable why some may view this non-waivable enlistment policy as discriminatory. Any entry standard, to include those for colleges, employment or military service, that excludes someone who does not meet that standard is discriminatory. Therefore, almost all exclusionary policies discriminate against someone. However, so long as the Army is charged with a national trust to defend the country, it must structure its force in the most efficient and cost-effective means possible. We would rightfully be criticized if we ignored the reality of the loss rates among various educational categories, including the GED certificate holders.



# Shooting for successful educator tours

By MICHAEL E. DOGGETT  
Education Coordinator  
Los Angeles DRC

Educator tours to Army installations have proven to be one of the most beneficial education liaison activities conducted by the Los Angeles DRC. They DO work for us and they DO support and enhance our high school and community college recruiting program.

Educator tours can be anything you make them, from a boondoggle to a very educational and enlightening experience. In Los Angeles, it is nothing less than the latter. We get the most from our tours because we provide our educators with maximum exposure to the Army. This all sounds good on paper and may appear rather easily accomplished. And it is, provided you've established a system, planned far enough in advance, and pay attention to the smallest details.

Link up with your supporting installation. The DRC tour coordinator should make a trip to the installation to establish a linkage with the post coordinator and the representatives of the various activities to be visited on the tour. If the DRC coordinator is a civilian, such as the education coordinator, then a military representative, preferably the commander or executive officer, should accompany him. This must be accomplished far



enough in advance of the first scheduled tour so that appropriate activities may be selected, and itineraries worked out based on arrival, departure and travel times on post.

Recently the Los Angeles DRC Executive Officer, Major Arthur Theobald, and I went to Ft. Ord to coordinate our five scheduled tours for this school year, the first one being in November. The Public Affairs Office was the first stop, as PAO is the designated activity on post to handle these tours. Courtesy visits were made to those activities normally visited on a tour.

At this time we ironed out any small details which perhaps, had been a problem in the past, or would contribute to a more beneficial visit in the future. At the same time we were able to re-emphasize the importance of our tours, the benefits derived, and express appreciation for their continued support. We also made coordination visits to activities we wanted to expand upon, or incorporate into our tours for the first time like the Post Gymnasium.

We already knew there were two gyms on post, one facility relatively new and another rather ancient. We had pretty much decided, sight unseen, that we would probably select the newer one for the tour. We went ahead and visited both facilities and, as it turned out,

were much more impressed with the older because it was larger, had more equipment, and was located next to a huge indoor swimming pool.

Talking about small details, to get into the pool area itself, you have to go through the men's or woman's locker room. Naturally, it was pretty evident that we should have a female escort available to take the women through to the pool area. Our link up was established.

Who to invite can often be a frustrating decision to make, especially when several people in a school want to go. In many cases you'll want to invite a person who has been very cooperative. This is all right provided the individual genuinely lacks knowledge or an understanding of the Army. It can, however, be very dangerous to take people who are familiar with the Army to pay them back for their past support. Without a doubt, the most money will be made by inviting someone who is possibly anti-military, or someone who used to be in the Army 20-30 years ago, had a bad experience, and has been turned off ever since.

In the past we have always invited principals, vice-principals, counselors and career center technicians. This year, however, we are targeting on another important influence, the high school coach. The high school coach can be a fantastic

# Shooting for successful educator tours



During a recent tour of Ft. Ord, Calif., some educators were impressed with soldier's living quarters and the tightness of bunks (left). Many of the educators carried green Army shopping bags (below) as they were conducted through various facilities. On the second day, the educators had the chance to eat in an Army dining facility and talk with soldiers (right). Helicopters always attract people (far right) including the author at right.



influencer on the career decisions young people make. Additionally, think of the number of students the coach comes into contact with.

The counselor, on the other hand, does not, in all cases, reach the majority of people we're interested in. As I was visiting a senior counselor in a high school one day we took a walk across campus. We must have passed a hundred students and he spoke to maybe ten of them. Of course you wouldn't expect him to know all the students, but it was pretty evident the students he did speak to were of two types, the high achievers and the trouble makers. When you think about it, it does make sense. The counselor probably sees a certain percentage of the top students

because they seek him out. What happens to the mass of students in the middle? Take a hard look at your coaches this year.

Getting it all together before the tour requires constant attention. We have eight recruiting areas and combine two areas per tour for four tours. The fifth tour is DRC wide and used for community college educators. Each multiple area tour is composed of contiguous areas to insure inclusion of educators from school districts overlapping two areas. Exercise caution in combining non-contiguous areas. I've found in many cases that school personnel from outlying areas don't necessarily get along well with school personnel from the inner city.

Allow yourself sufficient time for getting nominations from the areas, usually six weeks, to insure the arrival of your request for invitational travel orders at USAREC 30 days prior to the tour.

When an educator is invited by a recruiter, a million things are going through his mind. "What will we do up there?" "How much money should I take?" "What's the weather like?" "Just what kind of exercise is this?" Many of our recruiters could not answer all of these questions. Our solution to many of the immediate questions was a fact sheet, thanks to the initial suggestion of SFC James McKee, the Glendale assistant area commander. The fact sheet I prepared contains the purpose of the



tour, a typical Thursday/Friday itinerary, normal weather conditions and financial requirements. This is used not only to familiarize our recruiters with what transpires, but is also given to educators when they are asked to participate.

After we receive the list of participants, a letter is sent to each from the commander to express appreciation for their electing to go, and to identify me as the DRC contact. I then follow up the letter with a phone call. I explain that I will accompany them on the tour, as well as the area commander or a representative. Participants with families will always want advance information concerning flight numbers and motel accommodations. This information, when

finalized, will be provided by the recruiter.

Additionally, the recruiter will pick them up at their home or desired location, take them to the airport, and pick them up when they return. This allows the recruiter a good opportunity to talk to them to and from the airport. This is especially true in Los Angeles when "to and from the airport" means during rush hour traffic both ways. I make sure they have my phone number and reassure them we'll stay in touch before the tour. Don't let them feel "left out in the rain," or smog, as the case may be. Between now and the day before the tour a number of things must be accomplished, some far in advance.

If you're flying, make the reser-

vations far enough in advance, especially if the tour is scheduled close to a holiday. Make your motel reservations if staying off-post. We arrange for single accommodations, not just to go "first class," but because we've found that participants on a tour, unless they know each other, don't like to be doubled up.

Even though you're acting as the primary liaison and escort on the tour, someone has to be a social director. If you are staying overnight, you should plan some type of activity to enable everyone to get to know one another. As Fort Ord is near Monterey, I always make advance reservations at a popular seafood restaurant for the evening. It's an excellent opportunity for all to

# Shooting for successful educator tours

relax and discuss mutual interests, such as career education and what the Army can offer.

The morning of the first day can be a bear if you don't prepare. I like to have the educators at the airport an hour before departure. Take into consideration possible traffic hang-ups or mechanical problems. I speak from experience. Last year I wanted my educators at the airport terminal by 0800. I left my residence at 0530. At 0615 I picked up another escort at the DRC and left for the airport. At about 0630 the "Hot" light came on. Couldn't be something simple such as needing water. I had a radiator hose burst on me. Needless to say, I was a bit concerned, especially since I had the airline tickets for everyone in my briefcase. An hour and a half later, after bumming some tape off a service station attendant, and after having to get off the freeway two or three times for water, we made it to the airport, parked the car and boogied over to the terminal!

All of the escorts need to be at the terminal before the recruiters arrive with the educators. As the educators arrive, they are greeted, taken under the wing of the area commander and provided an information folder to include things such as airline tickets, roster of participants and an identification badge. After everyone has arrived and we're all together at the gate area, I arrange with the airline representative, when possible, to let us board early so we can sit and travel as a group.

You're on your way and it's now up to the pilot and installation coordinator to take over. Now is your opportunity to begin promoting the Army. Since the itinerary has already been established, everything should run smoothly. There are, however, a few other de-

tails you should keep in mind when planning your tours.

- When obtaining nominations from your areas, always request a few alternates and include them on your request for travel orders.

- Vouchers are always a pain to fill out, even more so for someone who is not familiar with things like TP, CM, TDY and MMC. The DRC budget office prepares vouchers for everyone prior to the tour to include everything except departure and arrival times and expenses. I always pick up the airline tickets the day before the tour. For a number of reasons, I find individual TR's are much more efficient.

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**“... requires good planning and attention to detail by all concerned.”**

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- Avoid scheduling your tours on the last day of the month. You'll usually find the resemblance to a ghost town on post because of pay-day activities.

- Avoid scheduling tours around holidays, or immediately before or after a high school has changed semesters. It's very difficult for educators to break away.

- The post should provide you with an Army bus to transport you on your tour. Try to arrange for one with a public address system. It makes it so much easier to talk and highlight points of interest while traveling around the post.

- You'll be getting on and off the bus a number of times while visiting the various activities. Don't forget to count heads everytime you get back on. Some educators become very intrigued at certain sites and just let time pass.

- By the second day our people are normally beginning to amass a

great deal of brochures and informative literature. I always take along a sufficient number of the Army's "Keep America Green" shopping bags.

- We always have lunch the first day at the officer's club. The second day we have lunch at one of the unit dining facilities. This gives the educators an opportunity to eat and talk with the soldiers. Do this the second day because by this time the educators have seen and heard enough so that they can relate to the soldier better and ask more questions about his life in the Army. Encourage the educators to spread out as much as possible. We want them talking to the soldiers, not each other. Although we don't want soldiers sent in to eat with them, as if it were a canned performance, it is a great idea for soldiers to be present who are from the same area or school as the educator. Providing the unit a roster of the individuals and their schools, to be announced in advance, might generate soldier interest in being present.

- Take along a camera and try to get some good newsworthy shots. These are excellent for post-tour news releases. Additionally, many educators will want a copy for a story in their school newspaper.

You've just landed and will soon be parting company. Never leave until you are sure that all the recruiters have arrived to pick up their guests. A recruiter might have car trouble en route.

Follow-up by sending a letter of appreciation for their taking part in the tour. See to it that vouchers are processed as soon as possible, and check later to insure each individual was reimbursed.

As I said before, educator tours can be anything you wish to make them. A successful one, however, requires good planning and attention to detail by all concerned.



*Staff Sergeant Ed Williams gets ready to record an Army spot with Larry Messick of KTIX, Pendleton.*

# 'Williams & Williams' go public

By RON HOSS  
N. W. Ayer Representative  
Portland DRC

Even if they started answering the telephone, "Williams and Williams," most people around Pendleton and throughout Umatilla and Morrow counties in Oregon would know they were talking to the Army recruiters and not to a legal firm, real estate company, or an insurance broker. That's because SSG Charles E. "Ed" Williams and SGT Randy L. Williams (no relation, just coincidence) have put forth the effort to become as well known as possible to all living throughout their 5,300 square miles of territory.

A close look, however, at their operation indicates that the above telephone greeting might not be too far off since both consider themselves a part of the community and in essence "merchants of main street." As station commander Ed Williams puts it, "This is a small community and we rely a lot on word of mouth; it is important that people know us and where we're located just as they do the banker,

the druggist or the grocer. We, like other merchants, have a product to sell. And we, like them, get involved in this community. It's the way of life here."

This involvement has led both recruiters into a number of community oriented programs. A love for running led Ed to join with Dr. Steve Weil, a local physician, in forming the Pendleton Running Club. Now in its second year, and with Ed as president — the club has about 140 members. Local community leaders have joined in support of the group. Three or four doctors give of their time in promoting physical fitness by lecturing and holding seminars on exercise and running as a part of it. The club holds frequent community runs for which a Pendleton supermarket supplies free quantities of "Gatorade."

Year round the image of Pendleton is western. A drive through the town and the evidence is well displayed in names like, "The Round Up," "The Tapadera," "Indian Hills Resort," "The Brandin' Iron," etc. Once each fall this western motif comes alive in a frenzy of activity known as The Pendleton

Roundup, one of the top ten three-day outdoor rodeos in the United States.

The roundup brings 100,000 visitors from throughout the United States, Canada, and the free world. Keeping this flow of visitors happy and moving is the work of hundreds of volunteers, among them the Main Street Cowboys, of which Ed Williams is a hard working member. The Cowboys take care of the downtown parades and exhibits. They sponsor a twilight breakfast and to the tourists they become the "ambassadors of western good will." They also collaborate with the VFW, of which Ed is a member, sponsoring daily outdoor pancake breakfasts throughout the Roundup. For two or three weeks in late August and early September the pace becomes hectic and the hours long. The distinctive green and purple shirt, white stetson, and brown check jeans replace Ed's familiar uniform.

Randy Williams gets close to the community by weekly attendance at the Optimists Club, a civic organization that dedicates itself to youth oriented activities. They are

... going public



SSG Ed Williams, in the uniform of the Main Street Cowboys, a civic promotional group, chats about last minute rodeo arrangements with caretaker Jack Moore.

known as the "Friends of Youth," and sponsor the Jr. Football League, High School Rodeo, and a number of other young persons' events.

In addition to these regular civic functions the two recruiters are very much involved in their high school programs. Ed Williams' love of running orients him to track events where he offers his services keeping time, records, and offering other services as well. Randy Williams is a softball fan who dotes

on the chance to umpire or coach.

All in all community service is a way of life to the two Pendleton recruiters. "It may seem," says Ed Williams, "that we roam far afield from recruiting, but the fact of the matter is that each and every event Randy and I participate in moves us in circles that either attract young people themselves or centers of influence that impact on our market. I consider every hour spent in community service a valuable invest-



Sergeant Randy Williams talks with Optimist Club president Jerry Lewis about committee work.

ment upon which our future will grow and depend."

Both recruiters stress that community service itself is not a sure ticket to success as a recruiter. It is something that you have to like to do for the job of seeing a job well done. Along with that feeling of joy can come a feeling of belonging to something and of having made a valuable contribution towards its destiny.



## Tae Kwon Do's no joke, Budd

Story and Photo by JEANNE McNEIL

Concord DRC

Staff Sergeant Ed Budd has added a new dimension in rapport with centers of influence.

He meets weekly at the Keene, New Hampshire Y.M.C.A. with a group of CI's that includes a high school football coach, a chief of police, several high school teachers and a multitude of target-age young people.

SSG Budd's role in that unlikely group? Teacher — of the Tae Kwon Do style of karate.

In addition to being the Army recruiter in the Keene area, SSG Budd has taught Tae Kwon Do at the Y.M.C.A. for the past three years, as well as high school classes in his area.

SSG Budd, who holds a third degree Black Belt, credits about 15 of his enlistments in the past year to contacts made through his students.



Flanked by Keene Y.M.C.A. Director, Jim Wilson (left) and Keene Mayor Richard Peloquin, SSG Budd holds the trophy he received as "Outstanding Karate Instructor of the Year in New Hampshire."

# 'The key word is EMPATHY'



*A new area commander makes his prospecting rounds by telephone. Most find out it's not as easy as it looks.*

*In the September, 1975, and August, 1978, issues of the Journal, we detailed what recruiter candidates face as they go through RecEx, the recruiter exercise. We thought you would also be interested in finding out what it's like when new area commanders get a small dose of RecEx, so we sent a Journal staffer to get the story. This is her report.*

**By SP5 CLAUDIA BEACH**  
*Journal Features Editor*

An assignment to USAREC, though not officially a part of the "career progression" of an officer, is a feather in one's cap.

Quality is the name of the game. Captain Bob Jorgenson, a newcomer to USAREC, put it very succinctly: "This is a high-priority job. You're putting everything on the line. It's very easy to measure success or failure. It's the kind of job where you can come to the forefront. If you do well in it, you'll do well in any other job you get."

Captains from all branches can receive assignments as area commanders. They come to this job with

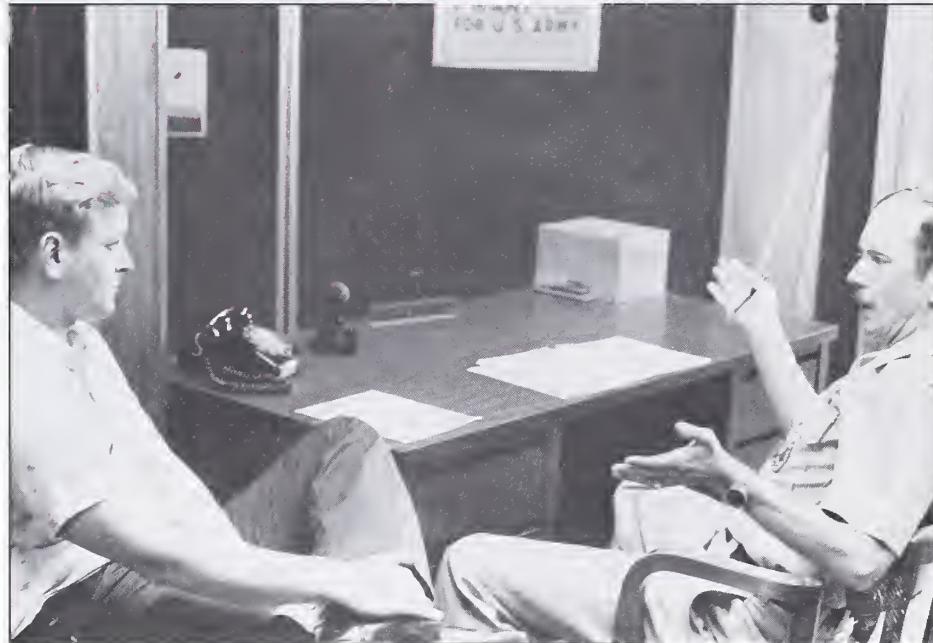
little or no concept of what recruiting is all about. To familiarize them with the world of the recruiter, they come together at Ft. Benjamin Harrison to attend a "mid-level management course."

During this course they are given an overview of what is taught the recruiter candidates: sales interviews, telephone techniques, etc. At the end of the course they are given the chance to experience what a recruiter goes through every day on the job: it's called RecEx.

RecEx is short for "recruiter exercise" and is a testing device. Every recruiter candidate must pass this section of the course to get his recruiting badge.

RecEx serves a different purpose in the mid-level management

# 'The key word is EMPATHY'



*Captain Chris Carley elaborates some points to an "applicant" after prequalifying him. Carley finds the job of area commander "challenging and exciting."*

course. Master Sergeant Ken Rodd, NCOIC of RecEx explained: "Here the captains get to be recruiters for a day. This way they can get an idea of what the recruiters working for them have to do. They see that recruiting isn't just a matter of names and numbers."

The program began at the suggestion of former USAREC commander, Major General Eugene Forrester. It has received nothing but full support from the school staff and participants since its inception.

The RecEx set-up is unique. Five areas are arranged as three-man recruiting stations, authentic down to Army desks, chairs, telephones and posters on the walls. Each station's activities are monitored and recorded by a video tape

system. The "recruiters" are given a list of prospect's names, the high schools they graduated from, and phone numbers. They conduct six telephone interviews.

During the telephone interviews the "recruiters" are yelled at, hung up on, flirted with, or bowled over by the enthusiasm of their prospect. Though the situations may seem unreal, they are all based on something that did happen to recruiters somewhere in the country.

After the telephone interviews, each "recruiter" is visited by an "applicant." The "applicant" could be a walk-in, a referral, or in for an appointment that was made over the phone.

The three captains in recruiting station A stayed after the exercise

and shared their reactions to the RecEx experience. None of them volunteered for assignment to USAREC, but in the words of Captain Chris Carley, who's been in his area in Georgia two months, "If I'd known about USAREC and this job before, I would have volunteered for it. It's challenging and exciting."

All three admitted they were scared when they made their first phone call. Carley noted, "You get the same butterfly feeling when you're about to jump out of an airplane." His voice was pleasant and well-modulated over the phone, and, according to his advisor, this should have helped him in his telephone interviewing. "I've often been able to use my voice as an asset, but this time it didn't work for me," Carley said.

Captains Bob Jorgenson and Bill Samuelson both received rejections during their telephone interviews. After hanging up they related their situations to the others. All three analyzed them, drew conclusions and tried to use their findings during the next interview.

Samuelson said he enjoyed the exercise more when he looked back on his performance than when he was participating. "It was an experience I wouldn't be eager to go through again," he added.

The point of RecEx was not lost on the new area commanders. "The key word is empathy," Carley said. "This gave us a chance to see what the people we'll be working with go through every day."

"Recruiting's not as easy as it might seem."



# Bet you didn't know that . . .

Lump all the safety studies and surveys together that set out to compare, evaluate, prove or disprove all other studies and surveys and you'll have enough confusing, conflicting information to give a migraine to even the least safety-conscious among us. The National Safety Council, in *Family Safety*, took such a conglomeration of surveys and sorted out some ideas that might not save your life, but surely will give you a few grins.

Did you know that, if you are one of those people who have to have a cigarette and a cup of coffee to start your heart pumping in the morning, you are more likely to meet with trouble enroute to work than people who eat a warm, nourishing breakfast? Don't throw away your coffee cup — another study found out that two or more cups of coffee greatly improve your chances to arrive safely.

Out on the West Coast freeways a survey proved that cursing and screaming to relieve the frustration caused by the guy who changes lanes without signaling can help you live longer. But don't consider that an invitation to indulge in temper tantrums, because another study shows that bad temper can make a driver a risk in traffic.

An insurance company claims that kissing your spouse — or somebody — before leaving the house will probably give you an extra five years to live, that you'll earn 20 to 25 percent more, and you'll lose up to 50 percent less time because of illness or traffic accidents. If you're not the affectionate type, don't even consider divorce. One study indicates that married people are less likely to be problem drivers than

single or divorced men and women.

Did you know that sometimes it does not pay to be a HSDG? It seems that a driver with a Master's degree is 28 times more likely to fall asleep at the wheel than the driver with only a grade school education.

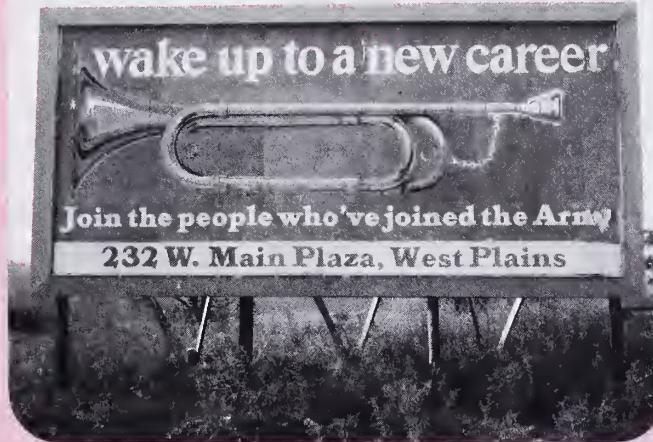
Ever hear that the drunk driver is more relaxed, therefore less susceptible to injury in an accident? Not true. Intoxicated victims of accidents have been proven to be seriously injured more often than sober victims.

In a Midwest study truck drivers were asked to pick the bonehead stunt they watch other drivers perform most frequently. Improper signaling was named number one. A classic case of the black kettle and the pot?

Those landscapes and weird lines seen on vans are not only amusing. One study shows that a vehicle painted many colors is more visible than the one painted the traditional one color. The study suggested a yellow body with a pale blue trunk and hood, or an orange body with a white hood and trunk. The study recommends that, to be safe, we should all rush out and cover our vehicles with luminous orange.

After you deck the car out in a loud color, take the advice of still another study and attach a bumper stuffed with popcorn. Such a bumper can withstand a 5-miles-per-hour crash without any damage.

Finally, another study limited to drivers on the interstate highways suggests that the most dangerous traits of drivers are uncertainty and indecision. Uncertainty and indecision? Probably caused by reading too many contradictory safety surveys and studies.



*"Wake Up to a New Career" was the message that the St. Louis DRC got across with their "bugle" billboard. Using bright colors was the secret to its effectiveness. The idea behind the billboard originated in St. Louis.*

**TRUMPETING THE ARMY'S MESSAGE** was the idea behind a St. Louis-designed billboard used recently throughout the St. Louis DRC. The billboard depicted a golden bugle on a vivid blue background and proclaimed the message "Wake Up to a New Career" and the slogan "Join the People Who've Joined the Army." The poster's bright colors made it an eye-catching advertisement that overpowered adjacent billboards.

The billboard was remarkable because it combined the theme of career opportunities in the Army with the universally recognized Army instrument, the bugle. (Chris Phillips, St. Louis DRC)

**THE TRANS ATLANTIC FLIGHT OF THE EAGLE** brought out our soaring spirit and encouraged those of us who foster dreams of high adventure to book reservations for the next balloon.

It also stirred our memories back to the May 1973 issue of the *Journal* when **Sergeant First Class Harry E. Raymond**, then an Information Specialist with the Albuquerque, N.M., RMS, wrote about his climb into a gondola to sail away with one of the crew members of the Eagle, **Ben Abruzzo**.

Harry, now Albuquerque DRC A&SP chief, says the Eagle's welcome in a small hamlet in Normandy was far more exciting than the emergency landing Ben made before a few desert rats. By falling on a tree, Harry injured a part of his anatomy. "As far as I am concerned," he says with a laugh, "that

landing with Ben was a pain in the posterior." (Journal Staff)

**ANTIQUE EQUIPMENT PLEASES CROWD.** The Presidio of San Francisco, one of the oldest Army posts in the nation, was the site of a spectacular show.

It was a day full of crowd pleasing events, the biggest feature was a display of military equipment and weapons.

The A&SP division, San Francisco DRC, was able to arrange a part of the Presidio's display through a group of civilian collectors of antique military equipment and vehicles.

Among the items placed on exhibit by the DRC were a World War II half-tracked armored personnel carrier, a Korean War vintage 2½ ton truck, an XR311 experimental wheeled reconnaissance vehicle of which only six were produced, a pre-production M113 armored personnel carrier and approximately 20 artillery pieces and anti-tank guns of various nationalities dating from the 1890's to the present.

Thousands of people viewed the equipment and the DRC mobile recruiting station van parked nearby. The day resulted in several leads for Army recruiting. (Gil Hogue, San Francisco DRC)



*Spectators examine several vintage artillery pieces at the Army recruiting exhibit, Presidio of San Francisco Independence Day open house. Left to right: Japanese WW II anti-tank gun, a light mountain gun from the 1890's and a WW II German anti-tank gun.*

**AN INVITATION WAS RECENTLY EXTENDED** to Junior ROTC cadets from nearby high schools to observe weekend drills by two Livonia, Mich. units of the 300th Military Police Command (Reserve). The cadets fired the M-60 machine gun and went through gas mask training with the MP's at a Reserve training site near Battle Creek, Mich.



*Specialist Four Sedgie Fortenberry of the 301st MP Company explains the M-60 machine gun to members of a JROTC cadet group from Livonia, Mich.*

The same week, 424th Personnel Services Company hosted about 100 Army JROTC cadets from six Detroit high schools at the Livonia Reserve Center. Both units expressed hope that their efforts might encourage the cadets to join the Army Reserve after graduation. (300th MP Command, Livonia, Mich.)

**A JOURNEY OF A THOUSAND MILES** begins with a single step. And, although he hasn't yet accumulated a thousand miles, **Sergeant First Class John Gudavich** has taken the single step . . . out of an airplane thousands of feet above the ground.

While some people climb mountains "because they're there," John decided to learn parachuting when two potential enlistees asked him about Airborne and how it feels to jump out of an airplane.

Not willing to rely on hearsay, and never having experienced the feeling, the Manchester, N.H., recruiter signed up for lessons with the two young men.

After preliminary training in sport parachuting

at a local club, the three made their first jump. **Paul Rheault** and **Thomas Lodge** expressed their thrill with the experience by enlisting in the Army for Airborne training.

As for SFC Gudavich, he has no problem explaining what it's like to jump out of an airplane — as long as the applicant has a few hours to listen (Concord DRC)

**WITH MARTIAL MUSIC WAFTING** its way across Amsterdam Avenue and nearby Lincoln Center for the Performing Arts, residents of New York City and members of the Manhattan recruiting area and their guests celebrated the opening of the latest and most modern recruiting facility in the "Big Apple." (see pages 24-25, May '77 Journal.)

Located just blocks from the center of cultural entertainment from which it derives its name, the U.S. Armed Forces Lincoln Center Recruiting Station represents the first of the "new look" joint service recruiting offices established in the New York metropolitan area.

This new look embodies the adaptation of modern office design now being used by progressive businesses throughout the country. Instead of using rigid floor-to-ceiling partitions, it involves the use of non-ceiling-high portable partitions which can be installed in various positions to suit individual requirements with special drawers being suspended from these partitions.

Under the new concept, each recruiting service has its own independent section entirely separate from the others, but still preserving the atmosphere of all services working together.

Each module is attractively decorated with appropriate colors of the services — green for Army, dark blue for Navy, light blue for Air Force and the traditional red for the Marine Corps.

According to **Colonel Clark H. Benn**, Army Corps of Engineers, "Recruiting offices with this new look of 'office landscaping' may soon be appearing throughout the country if they receive the approval of the military services.

"The most important aspect of this new look," said COL Benn, "will be the effect upon the prospective volunteer. Our present recruiting office has been marching in the past. We must correct that impression by demonstrating that we are in step with the present. In that way, I feel that we can add a great deal of impetus to the all-volunteer armed forces." (Nicholas Hubbell, Newburgh DRC)



**DON'T RUN OUT** to have your eyes checked. You're not seeing double. Brothers **Mark** and **Rodney Logan**, both of whom were recruited by **Staff Sergeant Teddy F. Stanley**, Grenada, Miss., recruiting station, were selected for assignment as recruiter aides at the Grenada station. Above, they are briefed by **First Lieutenant Karen Anderson**, DRC recruiter aide coordinator. (Meda Rose, Jackson DRC)

**PIGEONS APPEARED FROM THIN AIR**, coins disappeared, and separate metal rings became a chain when freelance magician **Lawrence Judd** performed at the South Philadelphia Recruiting Station for Army Awareness Week at the Philadelphia DRC. Executive Officer **Major James C. Dooley** contributed his hat for one of the magic tricks while recruiter **Staff Sergeant Grover Lehman** observed.

Besides the performance by the 21-year-old Army applicant, forty-one mayors signed Army Awareness Week proclamations, the Army band played in Atlantic City, and Reserve Centers set up equipment displays. In addition, newspaper and radio ads invited everyone to the recruiting stations for free Uncle Sam posters and information about the Army throughout the week. (Janet Luffy, Philadelphia DRC).

**"ESPIRIT DE CORPS"** has a new meaning for **Mrs. Barbara Irby Davis** of Van Nuys, California.

Mrs. Davis, an administrative specialist at Los Angeles DRC, had been experiencing some difficulty when she had to lift anything over five pounds.

Her doctor suggested an EKG, and within ten days, Mrs. Davis was operated on for a double

by-pass of her heart.

In the process, she used 20 pints of blood. Quickly volunteering to replace that blood were 20 members, both military and civilian, of LA DRC and neighboring Santa Anna DRC.

Whether Mrs. Davis' speedy recovery can be attributed to modern medicine or her dedication to duty, she was back on the job full-time in six weeks, as if nothing had happened. "I can't believe it all happened so quickly and that people responded so wonderfully," exclaimed Mrs. Davis. (Marilyn Parnas, Los Angeles DRC)

**PROMOTING THE CASH BONUS** is no problem for the recruiters at the St. Louis DRC's Alton, Ill., recruiting station thanks to **Sergeant Steve Smith**.



Alton, Ill., station commander **Staff Sergeant Vernon Kelly** displays **Sergeant Steve Smith's** motorcycle, which is shown as an example of what an enlistment bonus can buy.

Sergeant Smith has parked his new motorcycle by the front door inside the recruiting station. The motorcycle is an eye-catcher from the window, and an illustration of the financial benefits of enlistment when the prospect walks in the door.

"We keep an 'Ask Me About the Army's \$2500 Bonus' sign right behind the bike," says SGT Smith. "I tell prospects that their bonus money would cover most of the cost of this motorcycle. It gets them thinking." (Chris Phillips, St. Louis DRC)

## There are times when being a recruiter isn't difficult at all

### RECRUITERS PROVIDED SOME ENJOYABLE

exposure for the Army during the pre-season NFL game between the Los Angeles Rams and the New England Patriots. It was the first public appearance of the Rams' cheerleaders, affectionately known as the "Embraceable Ewes," and the Army shared the limelight when recruiters provided an honor guard for the cheerleaders.

The cheerleaders were escorted onto the field at the Los Angeles Coliseum for introductions to the crowd by the Los Angeles DRC recruiters. Needless to say, the cheerleaders performed before an enthusiastic crowd, and it wasn't exactly hardship duty for the recruiters. (Marilyn Parnas, Los Angeles DRC)

*Staff Sergeant Alex Haynes, star recruiter of the Los Angeles Recruiting Command, enjoyed another record, flanking a Los Angeles Rams cheerleader during an exhibition football game.*



*For their first public appearance before a crowd of 50,000 during a pre-season game with the New England Patriots, the Los Angeles Rams' "Embraceable Ewes" appeared on the field at the Los Angeles Coliseum with Army recruiters from the LA DRC. The recruiters were chosen as an honor guard to escort the cheerleaders during their appearance.*

# By 'telling it like it is . . . they get no surprises.'



By **RAY GRAHAM**  
Salt Lake City DRC

"He's got more awards than a high school trophy case." So says Barbara Braden, wife of Helena, Montana's Army recruiter, Sergeant First Class Gerald L. Braden.

Sergeant Braden, 35, of Benton, Ill., has put more than 600 people in the Army since he joined the recruiting command in 1971. In fact, he enlisted nearly 100 young men and women during his first year. He's continuing that same success as the station commander in Helena.

Sergeant Braden is the senior "on-production" recruiter in the United States Army, and explains that his secret of success is truthfulness, "I tell it like it is, and the kids know it. I treat each person I talk to as an individual. I care about the people I enlist." Most important, Sergeant Braden says, "I like my job. There's nothing I would rather be doing."

A Vietnam veteran, Sergeant Braden is well-equipped to tell it like it is to prospective recruits. He joined the Army in 1960 and has had first-hand experience working with Army communications in Vietnam, Greenland, Okinawa, Thailand, Taiwan and Germany. He was selected to spend three weeks in Norway with a British infantry unit in 1968. He relates his experiences well to new recruits, telling both the good and the bad. "But it's been mostly good," he says.

Jerry Braden believes a good recruiter should also be a good citizen in the community. He plays in the annual Helena Muscular Dystrophy Gold Tournament, and he is a regular on one of the golf teams sponsored by the local bank. (He won't talk about his score).

One of Jerry's "most satisfying moments" was when he threw a pie in the face of a Navy recruiter. "It

was during the Army-Navy game in St. Louis in 1973," he explains, "The agreement was, whichever service lost, that service's recruiter would receive a pie. (The method of delivery was optional). "Even if the Army had lost," quipped Jerry, "I wasn't about to take any guff or pie from the Navy." The incident received nation-wide press coverage.

Sergeant Braden gets personally involved with his recruits. Recently he enlisted a young man into the Delayed Entry Program. "This young man was very fond of the Army and enjoyed helping me out here at the recruiting station. He was over here almost every day. He liked me, and the feeling was mutual," Jerry said. One morning Jerry received a phone call. It was the young man's mother calling with the news her son had been killed the night before in an automobile accident. Jerry immediately offered his assistance to help in any way he could. He arranged for a color guard and a bugler to play taps at the funeral. He personally presented the American flag to the parents.

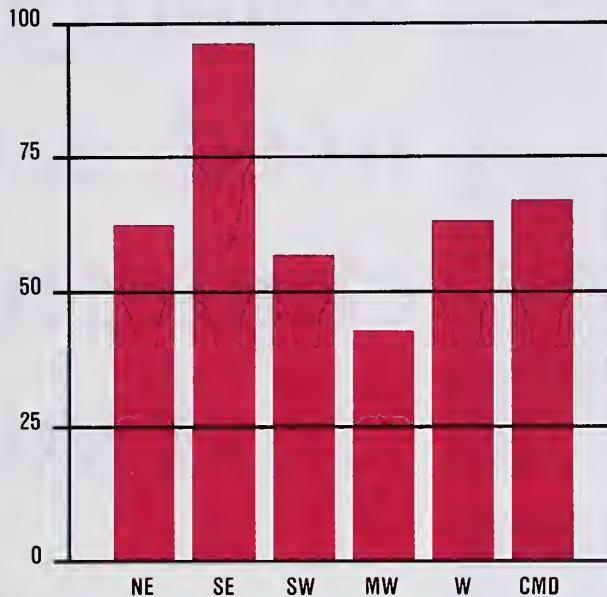
Jerry stays in touch with his recruits after they join the Army. Several of them have returned as recruiter aides. Jerry receives letters and post cards from many of them just saying hello.

Jerry believes that by "telling it like it is," he eliminates disatisfied recruits. "They get no surprises," he says. By instilling the proper attitude, he finds that most of them enter the service with a positive outlook and make the most of many opportunities today's Army has to offer.

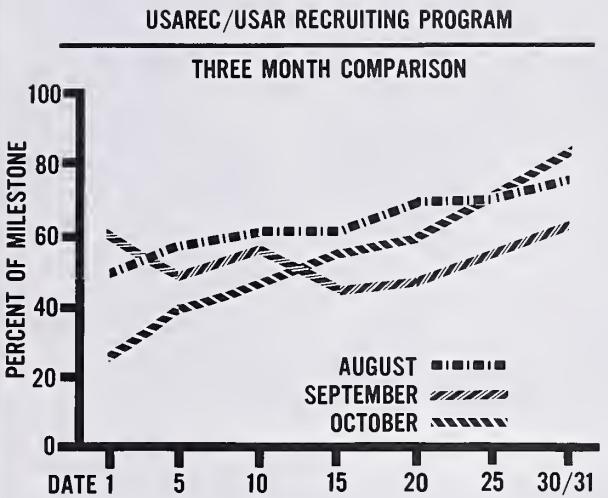
Sergeant Braden is eligible to retire in two years, but says he'll stay in. "I love my job, and believe I'm rendering a very important service for my country."



# Q-2



Region high school diploma grad mission accomplishment (acc + DEP) through Oct. 23.



Percentage of objective accomplished for shipping periods indicated.

# QUALITY & QUANTITY

The following is a list of DRCs ranked according to their degree of success with the year-to-date objective.

## SEPTEMBER

### QIPS credits/recruit

SERRC	7.35
NERRC	7.01
MWRRC	6.66
WRFC	6.49
SWRRC	6.46

#### TOP 10 PFCs\*\*

1. San Juan	8.01
2. Albany	7.75
3. Columbia	7.60
4. Montgomery	7.55
5. Richmond	7.53
6. Jacksonville	7.49
7. Charlotte	7.48
8. Balto-Wash	7.29
9. Atlanta	7.21
10. Concord	7.19
Miami	7.19
12. Raleigh	7.18
13. Beckley	7.10
14. Honolulu	6.86
15. Louisville	6.84
16. Jackson	6.77
17. Phoenix	6.73
18. Cincinnati	6.59
19. Salt Lake City	6.52
20. Little Rock	6.47
21. New Orleans	6.20
22. Chicago	6.11
23. Nashville	6.00

### QIPS credits/recruiter

SERRC	34.51
SWRRC	19.77
NERRC	15.02
WRRRC	14.62
MWRRC	12.21

#### TOP DRCs\*\*

1. San Juan	56.24
2. Raleigh	40.59
3. Columbia	40.13
4. Miami	39.19
5. Montgomery	38.57
6. Richmond	36.33
7. Charlotte	34.73
8. Jacksonville	34.17
9. Atlanta	33.73
10. Beckley	28.64
11. Jackson	28.28
12. Balto-Wash	24.83
13. Honolulu	23.90
14. Little Rock	21.06
15. Nashville	18.90
16. Louisville	18.18
17. New Orleans	18.00
18. Cincinnati	17.63
19. Concord	16.77
20. Phoenix	15.28
21. Salt Lake City	14.06
22. Albany	13.43
23. Chicago	12.13

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

DRC	YTD %	Wks-100%	DRC	YTD %	Wks-100%
1. San Juan	131.3	3-3	30. Phoenix	79.2	0-3
2. Jackson	116.6	3-3	31. Newark	77.0	0-3
3. Miami	112.5	3-3	32. Oklahoma City	76.3	1-3
4. Atlanta	111.9	3-3	33. San Antonio	76.2	1-3
5. Columbia	108.5	3-3	34. Long Island	74.0	0-3
6. Raleigh	107.7	3-3	35. Los Angeles	72.1	0-3
7. Salt Lake City	106.8	3-3	36. Sacramento	70.3	1-3
8. Honolulu	104.8	3-3	37. Albuquerque	68.0	0-3
9. Montgomery	104.4	3-3	38. Albany	67.4	0-3
10. Charlotte	104.3	3-3	39. Niagara Falls	66.0	1-3
11. Jacksonville	104.0	3-3	40. Harrisburgh	64.9	0-3
12. Richmond	103.6	3-3	41. New Haven	63.9	1-3
13. Balto-Wash	103.0	3-3	42. Philadelphia	63.5	0-3
14. Chicago	102.3	3-3	43. Peoria	63.1	1-3
15. Cincinnati	101.9	3-3	44. Cleveland	59.6	0-3
16. Nashville	101.5	3-3	45. Louisville	58.8	0-3
17. St. Louis	101.2	3-3	46. Kansas City	57.5	1-3
18. Seattle	97.8	2-3	47. Indianapolis	53.6	0-3
19. New Orleans	97.4	2-3	48. Denver	52.6	0-3
20. Santa Ana	95.0	2-3	Lansing	52.6	0-3
21. San Francisco	94.2	1-3	50. Columbus	52.3	0-3
22. Concord	94.0	1-3	51. Detroit	48.5	0-3
23. Little Rock	92.4	2-3	52. Boston	48.1	0-3
24. Beckley	91.9	2-3	53. Des Moines	42.5	0-3
25. Houston	88.2	1-3	54. Portland	41.7	0-3
26. Newburgh	87.3	0-3	55. Milwaukee	38.0	0-3
27. Syracuse	84.8	2-3	56. Minneapolis	29.0	0-3
28. Pittsburgh	83.5	1-3	57. Omaha	26.2	0-3
29. Dallas	80.7	1-3			

The underlined DRCs were at 100 percent of objective for high school diploma grads (male) through FY-78.

\*\*Only those DRCs that accomplished their quantitative objective each week during the reception station month, beginning September 1 and ending September 30 were eligible for consideration.

# When you need a spe clinic, ask from your

By GARDNER A. DEAN  
Boston DRC

Two knife and club-wielding "assailants" were easily thwarted and subdued by an Army karate expert recently at a Rhode Island high school. Six hundred students cheered and applauded as a Fort Devens soldier demonstrated his prowess in the ancient art of self-defense.

The simulated attack was arranged by Staff Sergeant Ronald Corley, Army recruiter from Woonsocket, R.I., with the cooperation of the school's principal and the head guidance counselor.

Boston DRC had martial arts sports clinics recently, but since none was scheduled into Carley's recruiting area, he made arrangements with Fort Devens to provide him with his "own" karate team.

The local athletes produced an exciting program to encourage Burrillville, R.I., High School students to seek local professional training in self-defense. Two separate demonstrations were required to accommodate the large number of interested students. Before each demonstration, students were cautioned not to try any of the holds or throws they were to wit-



# really orts for help friends.

ness as injury could result without proper training.

Presenting the varied performance were Specialist Four Joseph Anglin, Private First Class Ray Lopes, and Mr. Charles Baker. Anglin, a "black belt" wearer, and Lopes, who wears a "brown belt," are cooks at Headquarters, 1st Battalion, Army Intelligence School at Fort Devens.

Baker, a student at Ayer, Mass., High School, and who thus had rapport with his peers at Burrillville, is the son of a retired Army master sergeant. His skilled karate exhibition after only four months of training confirmed that ability can be acquired in a short time under a suitable instructor.

After the exhibition, Captain Robert Akers, Providence area commander, spoke briefly about leadership opportunities in the service.

The demonstration apparently paid off well for Corley. He said, "I've had five Burrillville students enlist in the DEP already, and there are other prospects who have walked in to talk with me about the Army."

The event is typical of the support that Boston DRC has come to expect from Fort Devens.





# Re-Update

By SGM VERNON WHITMORE  
Senior Reenlistment NCO, DCSPER, DA

**Recruitment for MOS 97B.** Recruitment of people in MOS 97B (Counterintelligence Specialist) continues to fall short of requirements. MOS 97B is operating at 83 percent of authorized strength. There were 130 training requirement spaces in Fiscal Year 1978; 74 were used. There are 116 training requirement spaces for Fiscal Year 1979; 10 are filled. The reenlistment and retention rate for the MOS is 68 percent. Qualified people should be encouraged to submit applications for MOS 97B as soon as possible.

**31V30 (Tactical Communications Systems Operator/Mechanic) Course.** Class scheduling for the TRADOC approved 31V30 course at Fort Sill is complete. Coordination between the Communications-Electronics Department, US Army Field Artillery Center and Fort Sill and MILPERCEN has developed a schedule of nine classes, with the first class scheduled to begin on 12 November 1978. All 350 active Army quotas will be used during FY 79. Scheduling of individuals is underway with highest priority given to involuntarily reclassified soldiers. Selections for attendance at this new course are being made by the Communications-Electronics Branch, MILPERCEN.

**Encouraging Foreign Service Tour Extensions.** A key element of the Enlisted Space Imbalanced MOS (SIMOS) Program is to encourage voluntary foreign service tour (FST) extensions. Until congressional approval is granted to the SIMOS FST extension incentives, primary reliance must be placed upon chain of command counseling to foster FST extensions. Letters have been sent to all overseas battery/company/detachment and battalion commanders who are authorized Improved Hawk SIMOS (MOS 16D, 16E, 24C, 24G, 24E, 24L) or Pershing SIMOS (15E, 21G, 21L, 46M) soldiers, encouraging them to counsel their soldiers on the advantages of voluntarily extending their foreign service tours. As additional MOSs are added to the SIMOS Program, similar letters will be sent to overseas commanders authorized soldiers holding those MOSs.

**SQT Results of MOS 74B, 74D, and 74F.** An analysis of the 1978 SQT for MOS 74B (Card and Tape Writer), 74D (Computer/Machine Operator), and 74F (Programmer/Analyst) indicates that the results of these tests will be used for "Training Purposes Only." USATSC will provide commanders and soldiers with Individual Soldier's Report (ISR) so that appropriate training deficiencies can be identified. There will be no USAEREC Form 10A produced and no personnel management uses will be made of

the test results.

**Steering Group Recommendations.** Four of the recommendations outlined in last month's column are either in effect or being finalized for use:

- Credit at time of extension for BEAR participants, effective 1 October.
- List PAC Long and Hawaii separately. Being finalized for a one-year test to determine what effect it has on the WAIT list.
- Allowing persons in overage MOSs to re-enlist in secondary if SMOS has shortage. Details are being worked out DA controlled MOSs and how the change will be handled by MILPOS.
- Allowing E-5s on E-6 list to reenlist past E-5 QMP point without waiver. This probably will be in a different form; ie., will need waiver but not be limited to three years if service remaining requirement is involved.

**Revised Reenlistment Objective.** DAPE-MPR-R Msg 230426Z Sep 78, Subject: Revised Reenlistment Objectives, lowered MACOM objectives during the period Feb. 78 through Aug. 78. The intent of this revision was to correct a temporary inequity in assigning objective to the MACOMs, not to correct a deficiency in the computation of the total Army Requirement.

**Reenlistment Advertising.** The following MOSs should receive reenlistment priority advertising from HQ, USAREC during first and second quarters of FY 79: 11B, 11C, 21M, 36C, 36E, 54E, 55B, 62B, 63B, 64C, 74D, 76Y, 82G, 91B, 95B, 98G, and 05H.

## FY 78 Results

A preliminary compilation of FY 78 reenlistment data has been completed and it indicates that 10 of 15 major commands exceeded objective in both the initial term category and second/subsequent term category.

Command	Initial Term		2d/sub Term	
	Achieve	Pct	Achieve	Pct
USAREC	40	121.2	1382	106.3
CIDC	27	117.4	127	105.8
FORSCOM	15,371	106.6	20,281	119.1
MDW	145	108.2	243	114.1
USARJ	38	146.2	97	154.0
TRADOC	1,893	111.1	7,026	117.0
8th Army	851	146.7	1373	128.8
USAREUR	8,938	101.7	8,421	121.3
USMA	32	103.2	82	118.8
USA Elm, SHAPE	110	119.6	206	128.0
DARCOM	236	78.1	745	96.9
INSCOM	325	60.3	623	81.3
HSC	617	67.1	1,469	82.7
MTMC	13	86.7	51	127.5
USACC	760	89.3	1,866	109.7
Other commands	105	60.0	723	88.2
Total Army	29,501	102.3	44,715	113.0

# Building rapport with CPR



By **MARLENE WALKER**  
**Boston DRC**

It's often difficult for a recruiter to foresee the unlikely circumstances in which he may become involved when establishing rapport with centers of influence. BUT . . . a good recruiter will always accept any unlikely proposition when offered an opportunity to promote ARMY!

A case in point is that of Staff Sergeant Paul D. Fulginiti, station commander in Plymouth, Mass., and the Boston DRC's Rookie of the Year for 1977.

Following the ground rules for good recruiting, Fulginiti built rapport with his area's high school guidance counselors and just one year after his arrival at the Boston DRC he found himself in the unlikely position of being a guest lecturer for a class at a local high school.

It happened thus:

During one of his routine visits to the guidance department at Sacred Heart High School, his C.I., a counselor, explained the school's upcoming "interim" course and urged his participation as a member of the community.

Interim courses are held by that school for two weeks during the break for mid-term exams. Members of neighboring communities volunteer to teach courses not covered in the school's curriculum, and courses vary each year ranging from special art to cooking to amateur radio operation, etc.

Fulginiti holds a nursing license and had previously been assigned to the Walter Reed Army Medical Center. He volunteered to conduct classes in basic paramedical training and the counselor locked him into a schedule. It was the first such class in the school's seven years of in-

terim course work.

Twenty-five junior and senior students—boys and girls—attended the course which covered the circulatory system, diabetes, head injuries, emergency procedures during child birth and cardio-pulmonary resuscitation.

The mutual cooperation between the recruiter and his C.I. did more than first meets the eye in this instance. Not only did the school get "free" instruction for a block of time needing to be filled (while giving the Army recruiter the opportunity to promote Army each time the students saw his uniform) but the 25 students gained emergency techniques that could one day help them to help others—perhaps to save someone's life.

If that did happen, it's certain SSG Fulginiti and his Army uniform will loom even larger in the mind of the rescuer.

At the end of the course, each student was required to submit a critique of the course to the guidance counselor.

Unanimously, the class urged continuation of the course in future years.

One student summed up his sentiments, setting a high value on such instruction by stating: "We learned the do's and the don't's so we won't go by what our natural instincts would be—which could injure victims more than they already are."

And, after all, the most important feature of any emergency instruction is to know what to refrain from doing.

Fulginiti devoted extra time to class preparation aside from the two-hour classes he taught.

Maintaining, year-to-date, a better than 125 percent status as a recruiter, Fulginiti knows the value of community exposure and good C.I. support.

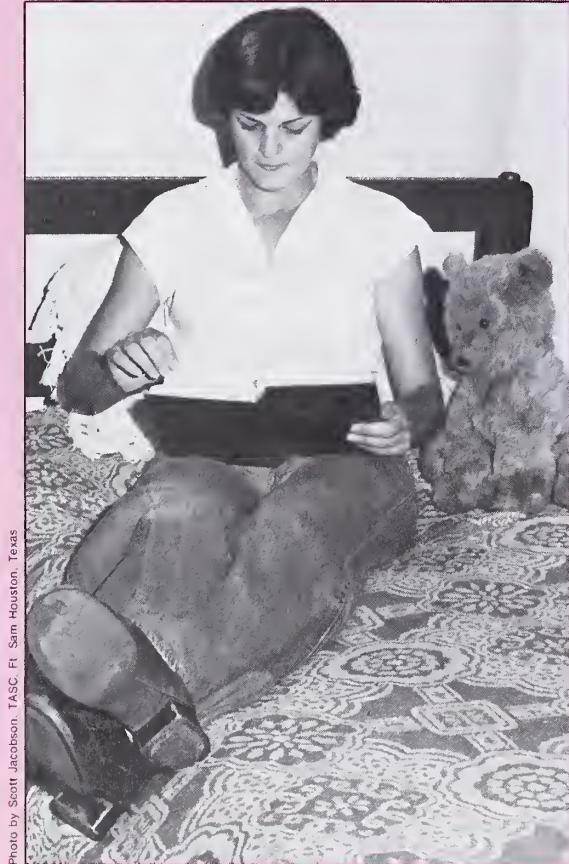


Photo by Scott Jacobson, TASC, Ft. Sam Houston, Texas

A "novel" approach: Back in the barracks, her bear watches as Brenda takes a breather. (Above) A satisfied customer waits as PFC Brenda Hargis types his Transportation Request. (Right)

## Women in the Army: *A Declaration of Independence*



By JOYCE LYNCH  
HQ, SWRRC

How frustrating it must have been for Sigmund Freud to have to admit, four-score-and-some-odd years ago: "After thirty years of research into the feminine soul, the great question which I haven't been able to answer is: 'What does a woman want?'"

It's too bad Mr. Freud couldn't have talked to today's woman, many of whom could have enlightened him on precisely what they want. Take women in the United States Army, for example.

More specifically, take Brenda Sue Hargis from Tennessee. What Brenda wanted was independence — a chance to grow up, to prove she could do something on her own.

It wasn't that Brenda's parents minded paying for her college expenses, and her car, and her clothes, and the countless other things a young woman needs or wants. But she was almost 20 now, with younger brothers and sisters still at home. It was time, she felt, that she should pay her own way, make her own decisions, and assume the responsibility for her own actions. She talked it over with the local recruiter, and decided the Army was a good place to begin.

Brenda entered the Army with, literally, "flying colors." She enlisted on Flag Day, June 14, 1977. And right from the start she began the groundwork for her future.

"I signed up for the Veterans Educational Assistance Program the day I joined," she explains, "and

for every dollar I put in, the VA puts in two. I'm putting in \$75 a month, so, let's see... after only three years I'll have \$8,100 I know I can count on to finish my education." Excitedly, she adds, "It's such a good deal, I don't see how anyone can pass it up!" (Brenda is a General Sciences major, with two years of pre-nursing already to her credit.)

With Basic and Advanced Individual Training behind her, the enthusiastic Private First Class Brenda Hargis reported last September to her job as a Traffic Management Coordinator in the Directorate of Industrial Operations (DIO) at Fort Sam Houston. Assisting in the movement of troops, she arranges for airline reservations, meal tickets, and the shipping of personal belongings.

Her supervisor, Staff Sergeant William Neuls, is her biggest fan. Neuls, a hard-core sarge whose gruffness doesn't quite hide a fatherly quality, says: "I wish all my soldiers had Brenda's attitude.

"She's enthusiastic about everything she's asked to do... never tries to get out of things because she's a woman... never uses her 'woman's wiles' to get her way about things... never one to lay up on the sick book." At this point he stops to recall, "In fact, I've had to make her go back to the barracks, times when she's come to work sick...." And the praise goes on....

"She's respectful of rank — it's never first names with her, always 'Sergeant Neuls'... and she can keep up with any man around here when it comes to work. Whether it's doing clerical stuff, or dealing with people, or moving the furniture around, or G.I.-ing the place, she's right in there getting the job done.

"—Keeps herself in good physical condition, too. My troops run with me nearly every day, and some of the girls have trouble keeping up, but not Brenda. If I run two miles, she runs two miles.

"In this MOS, (Transportation)," says Neuls, "you do get around a lot of women soldiers, so I think I'm in a good position to compare. Brenda is not just a terrific female soldier — she's a terrific soldier."

"If everybody in the Army had her attitude, we'd be in great shape!"

As for herself, Brenda says, "I'm not sure how to put this, but I feel good about my job in the Army, not just because I'm supporting myself, but because I have the feeling I'm doing something that's needed.

"Maybe it doesn't sound so important — talking to people, filling out forms for them, making phone calls — but it seems pretty important to the people who have to move, and most of them show that they appreciate anything I can do to make that move a little easier for them."

That PFC Brenda Sue Hargis has earned the "independence" she sought, and gained a satisfying measure of appreciation in the process, goes without saying. But she feels the public has a lot to learn about women in the Army.

"Actually, some of the sharpest girls I've known are the ones I've met in the Army. They know what they want, and they aren't afraid to go after it."

Take note, Mr. Freud, wherever you are.



Carry a credit card and you carry clout...or so the TV commercials lead us to believe.

The plastic cards provide the American people with a vast amount of buying power. Our economy soars as customers go home loaded with appliances, clothes—even the groceries—through the simple act of showing the card.

The current credit card boom was born back in the 1960s as a brainchild of the banking industry and initially brought on horrendous stories of goldfish, dogs, cats, parakeets—even a farmer's mules—being card-holders. Cards were indiscriminately issued from routine mailing lists and the banking industry was in for a real fiasco. Of course, the accounts were not valid until the cards were used, but many cards were stolen or mislaid and used by someone other than the intended owner.

Things have improved. Out of this mess came a new set of laws determining what merchants can or can't do as far as issuing credit. There is still a small number of unsolicited cards sent out, but indiscriminate issuance of cards is no longer a problem. Most stores and banks assume the loss of charges over the first \$50 if a lost card is used by an unauthorized person. Others do not hold the rightful owner liable at all if the loss is reported immediately.

Probably the greatest danger of having credit is that it encourages impulse buying. When you deal in cash you tend to be a little more conservative about your purchases. For instance, if you see an article that you just can't live without, and the cost is as much or more than you have with you, you probably won't buy it. But if you have a credit card, you will probably buy it without a second thought. (The bill won't arrive until next month and then you'll have more money, you think.)

A good rule of thumb is to leave your credit cards in a safe place at home. Carry them only when you plan to use them for a specific

purchase. Most merchants will issue a temporary card for those occasions when you run across a terrific sale and your credit card isn't with you; however, after you walk up three flights of stairs to the credit office and wait in line for 30 minutes to get a temporary card, the desire to charge dwindles.

Merchandise will be more available to you with credit, but it will also cost you more. Charge accounts are actually loans. The borrower—or card user—repays with interest in the form of finance charges if the charges aren't paid by a specific time. These charges vary slightly with different accounts, but most companies charge in the neighborhood of 18 percent.

You'd better keep in mind, too, that once you have established credit, personal information is fed monthly into a central credit bureau. Payments made—and payments not made—are placed in a computer, and become a permanent record of your credit stability. By authorizing a store or bank to check references, employment or other records, you are relinquishing some of your right to privacy.

Still want to have that credit card?

Any store or bank will furnish you with an application for credit. Dorothy Mertens from the credit department of Marshall Field in Chicago advises, "Don't feel that credit is a right. Every person has a right to apply for credit, but receiving it is a privilege. And don't be offended if your credit is refused. It's for your benefit as well as the establishment offering the credit."

When you apply for a card you'll face a lot of personal questions about your background and your ability to pay. Your expenses will be compared to your income and, if your expenses are less, chances are that you'll be awarded the card. If your expenses are more than your income, don't waste your time completing the application.

"The application will be taken,

By PEGGY FLANIGAN

Journal Departments Editor

even though the person applying has no credit history," Mrs. Mertens adds. "Your total financial picture is looked at. Career potential is considered to be an important factor."

You will probably be offered the choice of two types of accounts—the type which is paid in full each month and a continuing account for which you are required to pay finance charges. Credit officials will help you decide which fits your needs better.

Circumstances can arise when you no longer have a need for that prized credit card. Most creditors will make arrangements for you to continue payments if you move to another city, even though you can no longer use the account.

Some cards are issued annually and companies request destruction of the old card. To destroy, cut the card into small pieces before tossing it out. Don't tempt someone else to use it.

Keep in mind that it is not the amount of your paycheck that gets

you into trouble. It's how far you have to stretch it across that line of credit that brings on grief. Credit can offer a better standard of living—or lead to certain financial destruction. Your self-discipline, or the lack of it, makes the difference.

The credit history that can be built through charging merchandise is one of the biggest assets of opening an account. Large purchases, such as a car or a house, demand a history of prudent use of money. You have to start somewhere to build this reputation, and the easiest way is to open a savings or checking account and then obtain credit through the card system. All of these involve drafts on or from banks, and they can prove or disprove your credit stability.

Credit with gasoline companies will provide you with receipts for computing taxes which may be deductible at the end of the year. The amount spent for medicine can also be deductible, and an account

with a druggist will make these receipts readily available.

A charge account can be a godsend when your mother-in-law's birthday comes on the day before payday. Or when you want to charge the kids' Christmas presents and pay in a lump sum.

Selecting the type of charge account most practical to you is a factor to consider. An account with a full-line store might prove more valuable than one with a store that specializes. Your account with Joe's Clothing Store won't help much if the washing machine breaks down on the same day that little Johnny falls on his head and your cash is spent on the doctor's bill.

Another advantage of carrying a card is to provide identification for check cashing. Often you are asked for your driver's license, plus two credit cards for identification purposes.

Those are the advantages.

Sometimes they can be far outweighed by the dangers.



## *Test your reenlistment expertise*

**SITUATION:** As a primary duty reenlistment NCO, you are reviewing the DD Forms 4 and 214, prepared for SP4 Billy M. Batey. He is a 1st Termer who will reenlist tomorrow, 1 March 1980. You determine his BASD is 13 February 1977 and his PEBD is 1 December 1976.

1. Verify the correct net active service that should be reflected on the DD Form 4 and DD Form 214.

- a. 3 years 0 months 16 days
- b. 3 years 0 months 17 days
- c. 3 years 0 months 18 days
- d. 3 years 0 months 19 days

2. Verify the correct prior inactive service that should be reflected on the DD Form 4 and DD Form 214.

- a. 1 year 2 months 11 days
- b. 1 year 2 months 12 days
- c. 1 year 2 months 13 days
- d. 0 years 2 months 11 days
- e. 0 years 2 months 12 days
- f. 0 years 2 months 13 days

There has been a delay in SP4 Batey's reenlistment. It will now take place on 1 April 1980. During

the delay SP4 Batey has accumulated 2 days lost time for which he has an approved waiver.

3. Determine the correct net active service to be shown on the reenlistment documents.

- a. 3 years 1 month 14 days
- b. 3 years 1 month 15 days
- c. 3 years 1 month 16 days
- d. 3 years 1 month 17 days
- e. 3 years 1 month 18 days
- f. 3 years 1 month 19 days

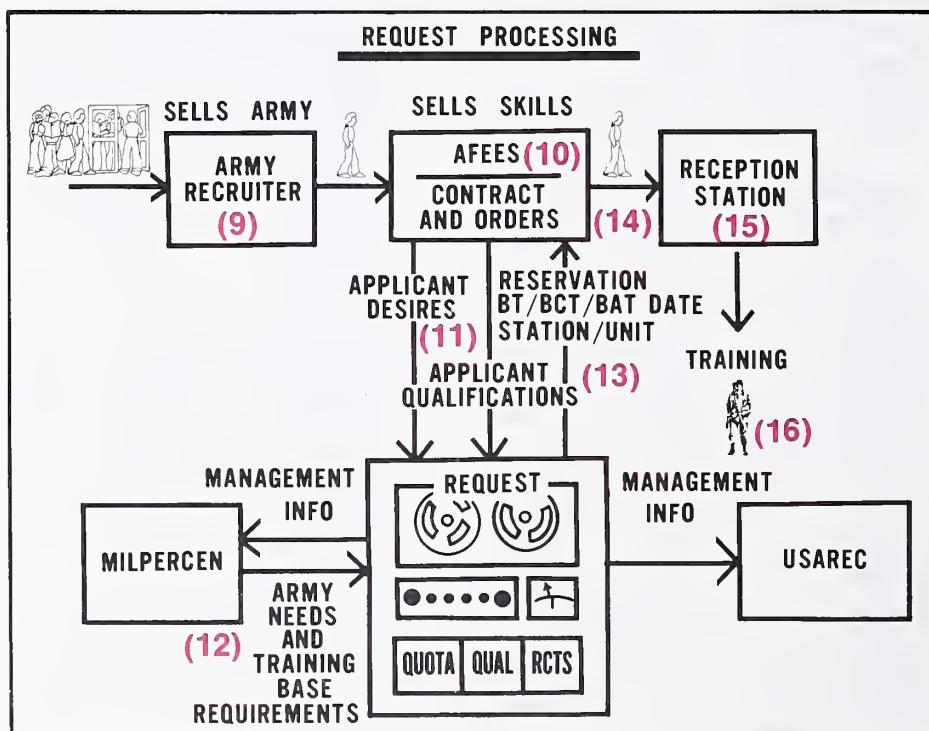
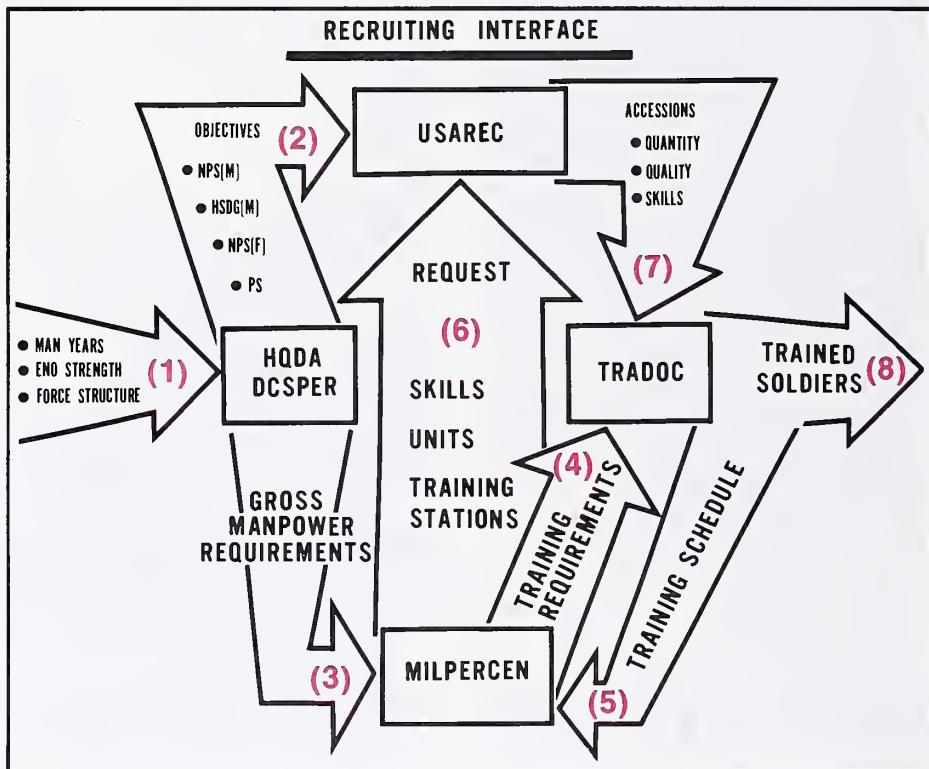
4. Determine the correct prior inactive service to be shown on the reenlistment documents.

- a. 1 year 2 months 12 days
- b. 1 year 2 months 13 days
- c. 1 year 2 months 14 days
- d. 1 year 2 months 15 days
- e. 0 years 2 months 12 days
- f. 0 years 2 months 13 days
- g. 0 years 2 months 14 days
- h. 0 years 2 months 15 days

ANSWERS:

REFERENCE: Part 1, Chapter 1, DOD Military Pay and Allowances Entitlements Manual  
1. c., 2. e., 3. c., 4. e.,

# Army recruiting: the BIG picture



How USAREC works with other Army agencies to meet its manpower objectives is shown on the first chart below.

Considering Army end-strength, Congressional man-year constraints, and force structure plans by DCSOPS, (1) the Deputy Chief of Staff for Personnel gives broad manpower objectives to USAREC, (2). At the same time, gross manpower requirements are given to MILPERCEN (3) which looks at the skill structure of the Army and establishes training requirements. These are passed to TRADOC to develop detailed training schedules, (4).

The schedules are passed back to MILPERCEN (5) which takes all the information on skills needed, training available, and stations and units where people are needed, and feeds the REQUEST computer (6).

Now USAREC recruits under the broad DCSPER objectives (2) using the management information from REQUEST to meet quantity, quality and skills requirements (7).

After USAREC recruits them, it is up to TRADOC to produce the trained soldiers (8).

The heart of USAREC's accession management is the REQUEST computer (6). Its relationship to Army recruiting is detailed in the chart at bottom left.

Recruiters find prospects, sell the Army (9) and escort applicants to the AFEEES (10). It's here that the Army guidance counselor makes sure that the individual's mental and physical qualifications are determined and, considering the individual's qualifications and desires, puts all this information into the computer (11). This information is compared with Army needs and training requirements put in by MILPERCEN (12). A list of skills available is produced and the guidance counselor completes the sale and makes training reservations (13). The contract is completed and orders are done (14).

On the appointed day, the individual leaves for the reception station (15) and the training (16) that will turn him into a soldier.

# Army LARC — not shark.

*Though the Army couldn't scare up a Great White Shark to join in the festivities of Fairfield's "Barnum Festival," a 45-foot LARC provided a modicum of excitement.*

By MARIAN MARTONE

New Haven DRC

Was it an Army invasion on the beach in Fairfield, Conn., on a recent warm summer afternoon? It certainly appeared that way when an Army rock band enthralled thousands of swimsuit-clad spectators, Army parachutists dropped from the sky, and an amphibious landing craft crawled from the sea.

What started out as Fairfield's annual tribute to the late local showman, P. T. Barnum, turned instead to a rousing "Salute to the Army." As part of its contribution to the nationally-known Barnum Festival, the town of Fairfield called upon the Army for help. And help they got.

With the assistance of the New Haven DRC A&SP shop, Fairfield's recruiter, Staff Sergeant Julian Humbert, put together a show that

has kept the town talking.

Kicking off the festivities and taking center stage was Ft. Hamilton's 26th U.S. Army Band's rock ensemble, the "Brooklyn-Queen Expressway," which proved its youthful audience that not all Army musicians carry tubas and follow in the footsteps of John Philip Sousa.

Also dropping in for a visit at the beach was the U.S. Military Academy's Sport Parachute Team, the "Black Knights." The team was right on target, with one of its coaches, former Golden Knight SSG Bob Crenshaw, making a dead center landing. Another hit with the crowd was Cadet parachutist William Martin, a Fairfield native who thrilled the hometown audi-

ence with his own demonstration of aerial acrobatics.

In keeping with its nautical setting, the day was rounded out with an amphibious landing of a 45-foot LARC (Lighter Amphibious Resupply Cargo vehicle), courtesy of the Bridgeport, Conn., based 158th Transportation Company (USAR). Decorated in a style that would have made the makers of "Jaws II" envious, the LARC disgorged its passengers before a crowd of enthusiastic reporters and photographers.

Estimates of the audience at Fairfield Day were as high as 25,000. Said one of the event's sponsors, "Fairfield Day drew the biggest and most enthusiastic crowd I have ever seen. It was a beautiful day, and beautiful people."

P.T. Barnum would have been proud of it all. 



# It's not **WHAT** you ask



## but **HOW** you ask it

By **CPT DOUGLAS A. MARTZ,  
USAR**

Recruiting and Retention Area Manager  
HQ 290th Military Police Brigade  
Nashville, Tenn.

**I**t's been a long, interesting, and productive discussion with lots of give and take on both sides.

Now he's ready, the time's right, and you pop the question. "Would you like to join the Army?"

"No."

"No?"

"No, but thanks for your time." He shakes your hand, turns, and walks out the door. You had the enlistment in the bag. You could feel it! This was supposed to be an easy one; he really wanted to join. Now he's walking out the door and there's nothing you can do but watch him go. The fourth time this month.

What went wrong here?

Salesmen in every field know a well-phrased, well-timed question often makes the difference between a sale won or lost. It's all in the question how and when it's asked.

The well-phrased, well-timed question is the heart and soul of a good recruiting presentation. These questions are open-ended. Each one provides the prospect and the recruiter a spring-board into other areas of discussion areas important to the prospect searching for information about the Army, and equally important to the recruiter qualifying the prospect.

We need to phrase and time our questions so that when the prospect reaches the decision we want him to reach, it has become his decision. That's part of questioning, too.

For example, watch a good used car salesman work. They are a delight to watch and a valuable learning experience. Very rarely

will the good ones ask the prospect if he wants to buy. The salesman assumes he does, and marshalls all his ability and effort to prove the assumption correct. By the use of pointed, well-timed questions, he soon has the prospect believing he really wants to buy the car. Not only that, it's the prospect's decision to buy!

We can use the same techniques in our questioning. Watch the salesman. He starts with the basics. "May I help you?" The prospect says no. It's expected and part of the sale. The prospect has to say no at least once in the conversation. It helps him feel he's in control of the sale. The salesman expects it, so he starts off with a natural "no" question.

From there he continues undaunted. "Isn't this car a nice color?" Of course it is. If it weren't it wouldn't be on the showroom floor. Nothing wrong with saying yes. The prospect does. Fine.

After some more discussion the salesman asks, "Does this car have all the options you want?" Well, no. The prospect really wants a tape deck and a CB installed in the car. "Fine, sir, for just \$300.00 more I can have that equipment installed when you pick up the car."

In another five minutes the prospect signs a contract for the car. Why? Why can he do it and you can't? You can, by following what the salesman did with his prospect, creeping into the conversation, taking control, and helping the prospect make his decision the salesman's way—your way.

First, the salesman got the prospect used to saying yes. Try it. Yes is an easy word to say once you get into the habit. By the time it is a habit, the prospect doesn't want to look like a fool by saying no. He has, by that time, an image and a commitment to the sale and the salesman. So he says yes and buys the

car. There's nothing dishonest or unethical here. If the prospect weren't interested in buying a used car he wouldn't be in the showroom in the first place. All the salesman is doing is helping the prospect make a decision he wants to make anyway, and making the decision in the salesman's favor.

Second, even more important than the habit of saying yes, the salesman got the prospect used to the idea the sale was already made. "I can have the equipment installed

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response) shows their lack of commitment.

When a prospect is asked a yes/no question he will most likely say no because it's easier. It keeps him from making a commitment and getting involved in the sale. It lets him off the hook with decency and honor intact (and in the process makes the salesman look like a chump). Yes/no questions leave the burden of the answer with the salesman. And that's not what the salesman wants.

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*'The well-phrased, well-timed question is the heart and soul of a good recruiting presentation.'*

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for you when you pick up the car." Note the way it's phrased. "When" is a definite phrase, not an indefinite "if." The salesman implies the prospect has already made his decision.

When the prospect nods or says "yes," he agrees to the implication. The salesman has crept into the conversation, taken control, and won't turn loose until the sale is made.

The prospect has gotten used to, and accepted, the idea the sale has been made. It may take another ten minutes, ten days, or ten weeks to close, but the sale's already been made. Again, the salesman helped the prospect make a decision the prospect wanted to make.

Third, and most important of all, the salesman never asked a question that could be answered "yes" or "no" unless he was sure the answer would be yes. A yes/no question is more easily answered no than yes. For example, if an instructor asks if there are any questions (a yes/no question) the class remains silent. There's no commitment, and their silence (a no

For instance, instead of asking the prospect, "Do you want to join the Army?" (a yes/no question), you might have asked, "Would you like to join the 861st or the 306th?" or, "Would you like to train now or come in on the Delayed Entry Program?" Both questions imply a yes decision and a commitment on the part of the prospect. If he says no he has to justify his answer. Now it's easier to decide which option to take and say yes without ever actually saying the word.

Through good questioning techniques; the habit of saying yes, the idea the sale is already made, and open-ended questions, both the prospect and the recruiter win. The prospect does most of the talking while the recruiter guides the conversation towards the objective — satisfaction for the prospect and an enlistment for the recruiter.

When it's well done the prospect becomes an accession for the Army, and he made the decision on his own. The recruiter merely assisted the process. So the recruiter can be proud of a job well done for both the prospect and the Army. 



# Update

## DINFOS Audition Tape

Staff Sergeant Dick Derr of the Defense Information School's radio/television staff has made a cassette tape for recruiters with guidelines on taping applicant voice auditions (See Oct. Journal, p. 32). The tape is approximately 15 minutes long.

The school prefers auditions on 7" reel-to-reel tapes, but 5" reels are acceptable; no cassettes please — the quality is not good enough.

Derr recommends that applicants taping the audition be well rested and have ample time to practice the script before taping. They may submit as many auditions as they wish.

The staff meets every 10 to 14 days to evaluate the tapes. Results are mailed to the respective recruiters as soon as they have been reviewed and critiqued.

The tape contains many technical tips for the recruiter concerning the actual recording of the audition. Finally, three examples of the script being read are given so the applicant can use them to prepare.

Recruiters wishing to get a duplicate of this tape should write to: DINFOS, ATTN: Radio Section, Ft. Ben Harrison, IN 46216.

## Basic Training

Two more Army posts began basic training for both men and women in October.

Fort Dix, N.J., and Fort Leonard Wood, Mo., joined Forts Jackson, S.C., and McClellan, Ala., as posts in which both men and women recruits receive their initial training. This is part of the Army's plan to eventually open all installations for training both sexes.

The concept of identical training for both men and women was proved successful in a test at Fort Jackson in the fall of 1976.

The Army expects to train 18,700 new women soldiers in fiscal 1979, which began in October 1978. Approximately 17,600 will have entered the Army in fiscal 1978.

## Documentation for Claims

Some veterans and dependents may be needlessly failing to receive benefits they are entitled to because they can't locate formal documents which reflect marriage and child dependency relationships.

The Veterans Administration tells veterans and their dependents that the loss of marriage or birth certificates and other important documents should not keep them from seeking benefits.

For example, VA will accept a certified statement instead of an original birth or marriage certificate to establish eligibility provided it is the first marriage for each partner and VA has no contradictory information on file.

In the past, VA policy required formal documentation to support claims for compensation and education benefits for veterans, widows and orphaned children.

Now, VA will accept a certified statement regarding the birth of a veteran's child or as proof of age and relationship in disability cases.

Veterans and their dependents who have eligibility questions should contact their nearest VA office or a representative of one of the national service organizations for assistance.

## Saving at AAFES

The Army and Air Force Exchange Service (AAFES) saved the serviceman an average of 22 percent in four market areas on items purchased from AAFES according to a price comparison survey conducted by the A. C. Nielsen Company.

The survey was commissioned by AAFES to develop methods and procedures for documenting the savings provided by the exchange service to the serviceman and his family, and for determining the relative position of AAFES pricing by department and region.

In the pilot study, approximately 150 active and retired military personnel were interviewed in each market to determine which retail stores they shopped. Based on these interviews, Nielsen's local market observers checked prices at 41 stores in the Tacoma, Wash., around Fort Lewis and McChord Air Force Base, and at 53 stores in the Wrightstown, N.J., shopping area serving the Fort Dix-McGuire market. In San Antonio 48 stores were checked and in Columbus, Ga., serving Fort Benning, a total of 48 stores were surveyed.

In all, 3,203 comparative prices were collected in the civilian stores in August, and "prices of the day" (including specials and other promotions) were reported for comparison against identical items sold by AAFES.

Nielsen called AAFES prices "very competitive" and said the survey showed that prices were higher on only 9 percent of the observations; 89 percent of the observations were lower; 2 percent were the same.

## Correction

On page 21 of the September Journal, the Seattle DRC was incorrectly shown as ranked number 57 in meeting objective. A recheck of Recruiting Operations' statistics show they should have been ranked number 49 with 80.9 percent of objective achieved. The Journal regrets the error.

# MOS 16D: Improved Hawk missile crewmember

Among the Army's elite are the soldiers who are trained and experienced as Improved Hawk missile crewman, MOS 16D. Theirs is the responsibility of controlling and operating one of the most sophisticated systems of target detection and interception ever devised.

The light, accurate Improved Hawk is a supersonic surface-to-air missile designed to meet the challenge of low-flying enemy aircraft seeking to escape detection. Deployed with supporting equipment and four types of radar, the Improved Hawk system will detect, identify and track hostile aircraft, and will fire its missiles accurately to intercept the incoming targets.

Improved Hawk missile crewmembers have the vital job of supervising and maintaining the missiles during every stage of their preparation for firing, from assembly and checkout through placement of the launchers, arming of the missiles, and the final actual firing.

In addition, the Improved Hawk missile crewmen must insure that their equipment receives the best maintenance possible, to keep it in condition to be swiftly and accurately deployed and fired in minimum time.

Once the accompanying radar systems lock onto an incoming target, the Improved Hawk does the rest of the job. From this point on the 16Ds are observers; but they must be always prepared to take corrective action in the event of an emergency.

The Improved Hawk missile crewmen receive advanced individual training at Fort Bliss, Texas, in the 1st Air Defense Artillery Training Brigade. To qualify for 16D training, the new soldier must

have basic reading and mathematical skills, the ability to read and comprehend technical maintenance and instructional data, normal color vision and good night vision as well as normal hearing and clear speech.

The 16D course is an eight-week block of study ranging from classroom and text manual work to outdoor practical experience in moving, loading and arming Improved Hawk missiles.

During the course of training—and later, when assigned to an active Improved Hawk battery—the 16D becomes familiar with the "crew drill," in which the team springs into action at a moment's

notice and fully prepares the missiles for firing in a minimum amount of time.

At the conclusion of training, the Improved Hawk missile crewman takes part in a simulated firing of the missile, in which the actual conditions under which missiles would be fired are simulated, and the entire firing procedure is executed, except for the actual launch.

After graduation, the 16D will be assigned to a missile line unit where he will undergo a further period of familiarization with missiles and missile system equipment, and will take part in numerous crew drills and exercises.



Oscar Sotelo

# MOS 16D: Improved Hawk missile crewmember

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**FLARE**

